



THE WHEEL OF CHANGE TOWARDS SUSTAINABILITY

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Leonardo da Vinci Project: “Working and Learning in the World of Cradle-to-Cradle”

Reasons for Change

- Climate change
- Environmental degradation
- Environmental health
- Overpopulation
- Pollution
- Resource depletion
- Wastes
- Energy
- Conservation



Cradle-to-Grave

TAKE – MAKE – WASTE

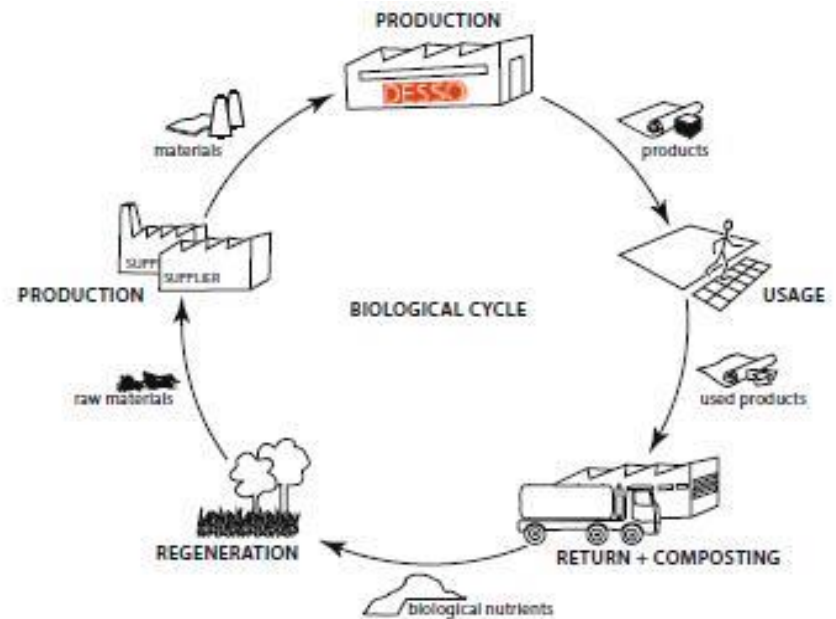
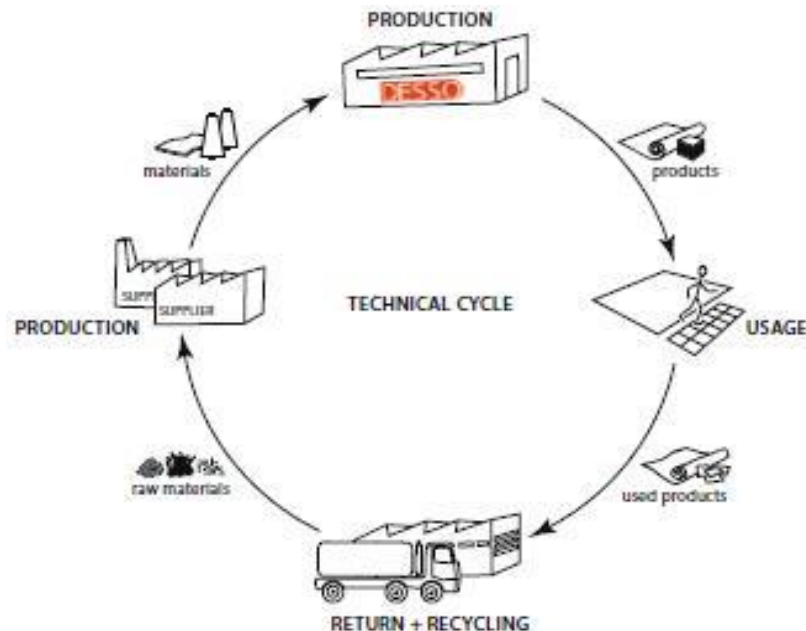
linear traditional economic approach



Cradle-to-Cradle

BORROW – USE – RETURN

circular approach enhancing economic and social welfare



Frameworks for Sustainable Development

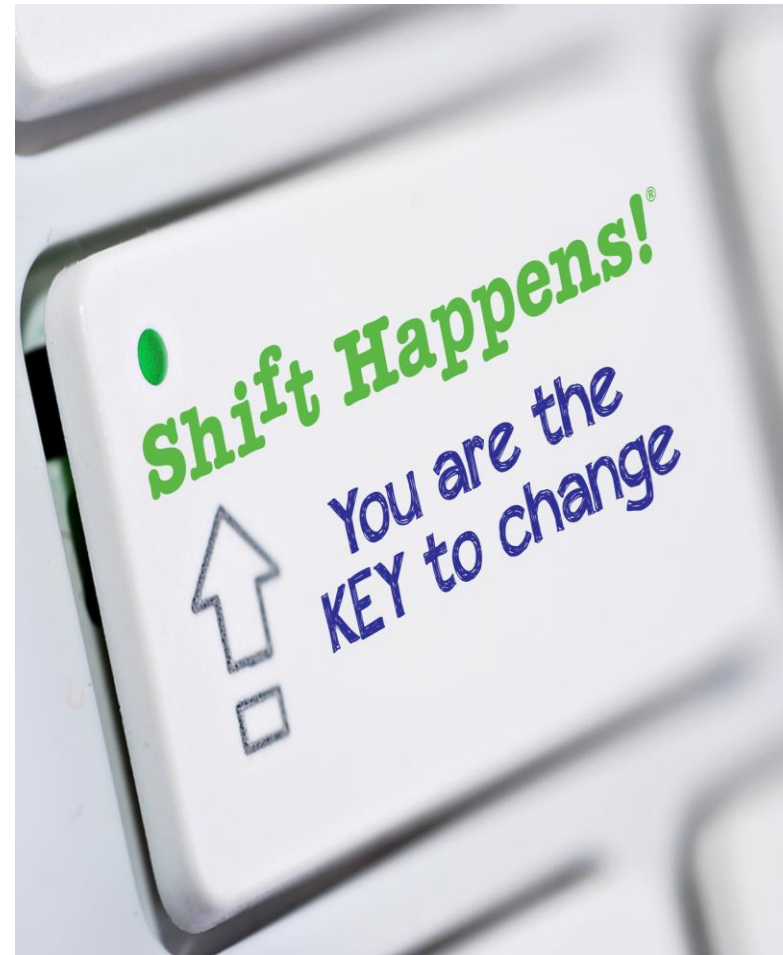
- Natural Capitalism (Paul Hawken et al. 1999)
- The Natural Step (1989, Karl-Henrik Robèrt)
- ZERI (Zero Emissions Research Initiative) Approach Japan, 1994
- Zero Waste-Variation of ZERI Approach
- Ecological Footprint (William Rees & Mathis Wackernagel, 1996)
- **Cradle-to-Cradle production through eco-effectiveness (McDonough and Braungart, 2002)**

Core Element of Sustainability

TAKE-MAKE-WASTE



BORROW-USE-RETURN



Sustainability

Key words:

- ❑ Redesign
- ❑ Replace
- ❑ Reduce
- ❑ Refine
- ❑ Recirculate



Key Objectives of Sustainability

- reviving economic growth in a new form
- meeting essential needs for jobs, food, water, energy and sanitation while preserving and enhancing the natural resource base
- merging ecological and economic considerations in decision making



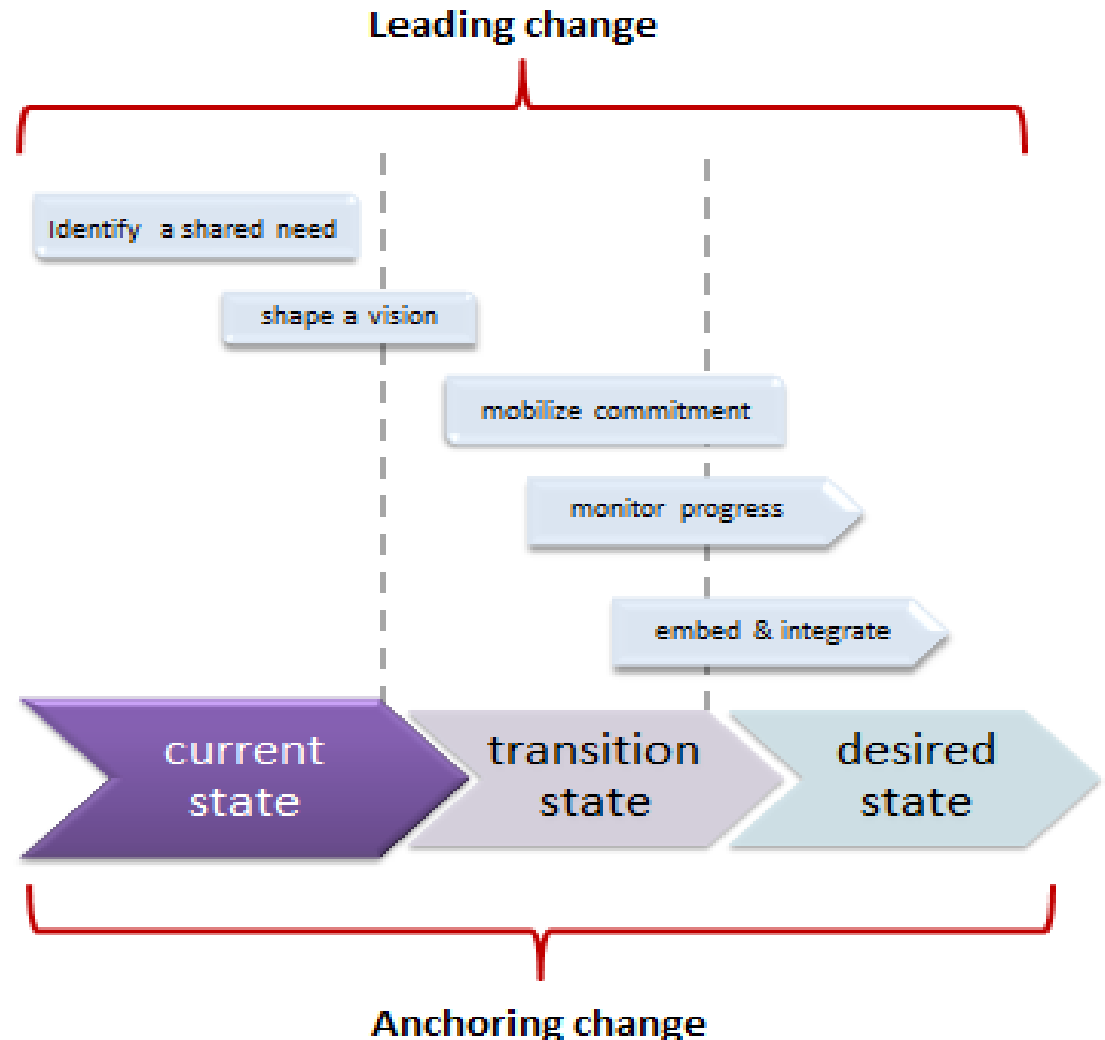
Change in Organizations

- Culture
- Thought patterns
- Perspectives
- Values
- Management style
- Problem-solving approaches and behavior that are unique to groups



Stages of Change

Managers and employees begin to value new things like care for the environment



Effective Promoters of Change

- ❑ trustworthy and competent
- ❑ have a big-picture perspective
- ❑ have a clear, compelling vision of the change
- ❑ can identify the people who can make the change a reality
- ❑ can motivate others to achieve the change vision
- ❑ can see opportunities and diagnose problems
- ❑ are able to eliminate barriers that interfere with the change initiative



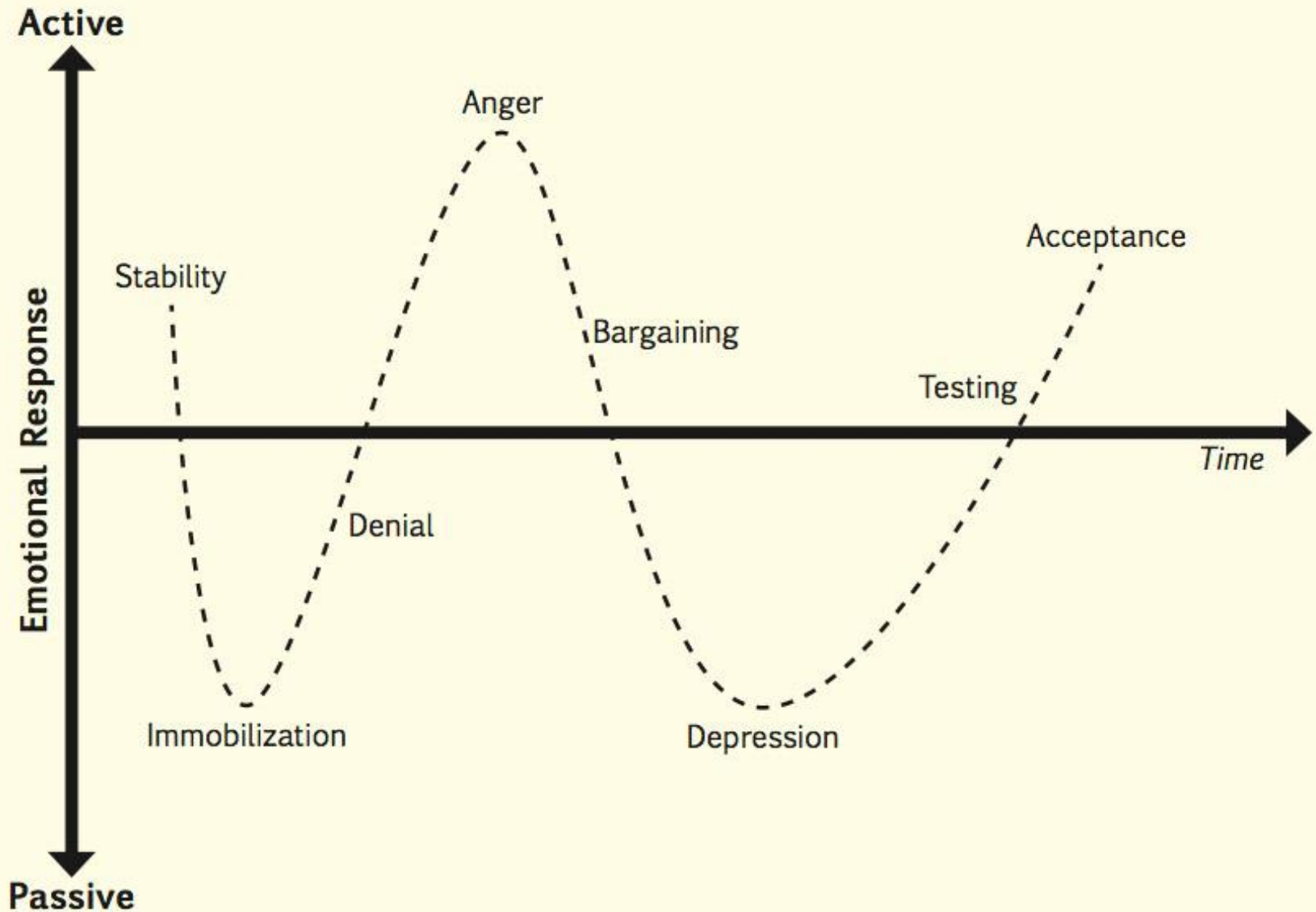
Resistance to Change

Why Resistance Occurs ...

- Resistance can occur because people fear:
 - Loss of credibility or reputation
 - Lack of career or financial advancement
 - Possible damage to relationships with boss
 - Loss of employment
 - Interpersonal rejection
 - Change in job role
 - Embarrassment/loss of self-esteem
 - Job transfer or demotion



STAGES OF RESISTANCE TO CHANGE



Manage Resistance to Change in Six Steps

- mobilize energy
- develop a shared vision
- identify the leadership
- create near-term wins
- institutionalize success
- adjust strategies



Reactions to change

Why people support change

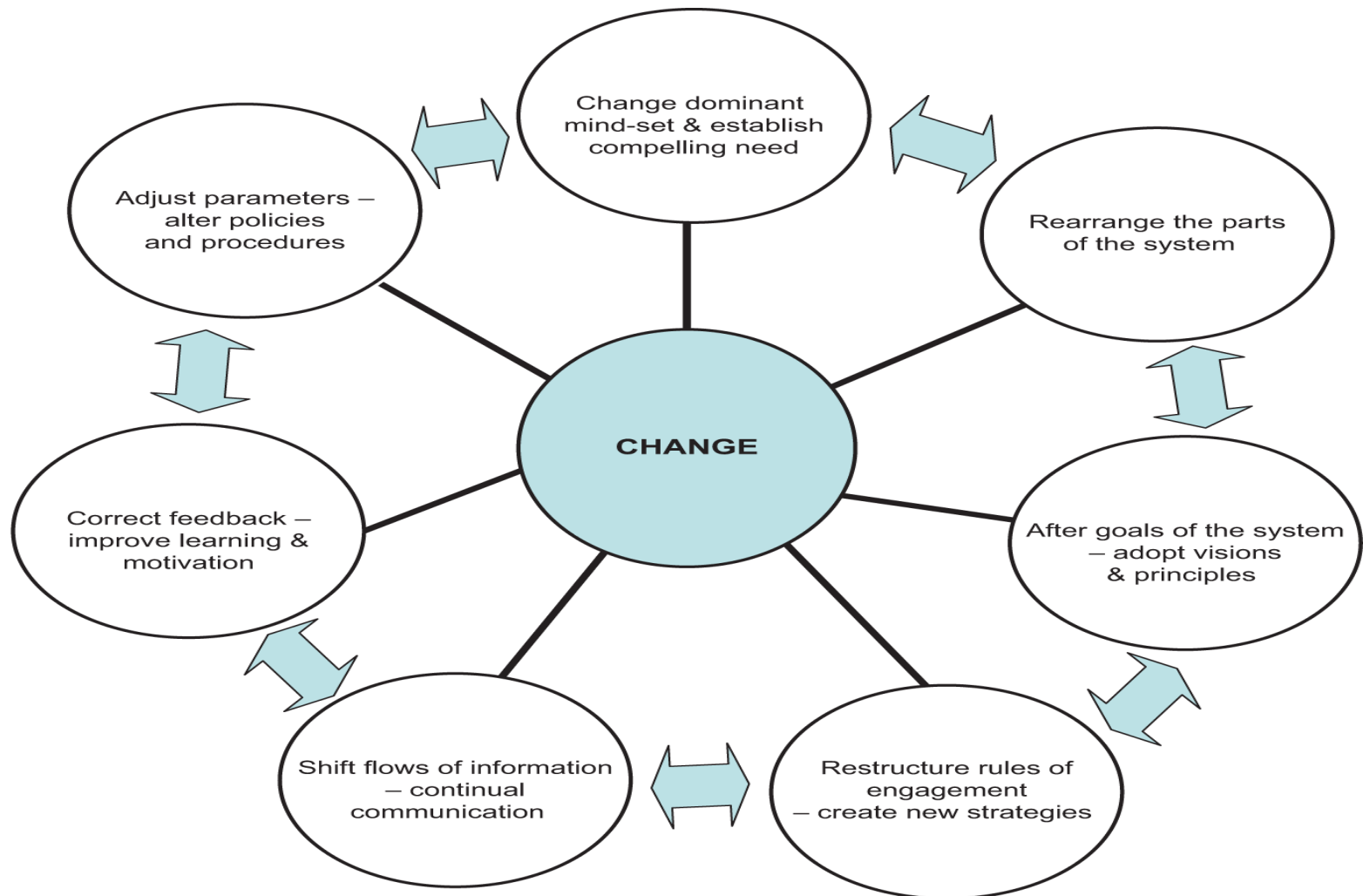
- they believe that the change makes sense and is the right course of action. BELIEVING
- they respect the people leading the change effort. RESPECT
- they expect new opportunities and challenges to come from the change. EXPECTATIONS
- they were involved in planning and implementing the change program. INVOLVEMENT
- they believe that the change will result in personal gain. GAIN
- they enjoy the excitement of change

Reactions to change

Why people resist change

- change is unnecessary or will make the situation worse
- don't trust the people leading the change effort.
- don't like the way the change has been introduced.
- not confident the change will succeed
- no input in planning and implementing the change program
- change will mean personal loss—of security, money, status, or friends
- believe in the status quo
- experienced a lot of change and can't handle any more disruption

The Wheel of Change




Intervention 1: Change the Dominant Mindset Through the Imperative of Achieving Sustainability

- the false sense of security that people feel when they are in compliance with regulations must be undermined before employees will open themselves to circular cradle-to-cradle thinking and action.
- disrupting an organization's controlling mental models is the first—and most important—step toward the development of new ways of operating.
- little change will occur if this step is unsuccessful.

Intervention 2: Rearrange the Parts by Organizing Transition Teams

- the next step is to rearrange the parts of the current system by the involvement of people from every function, department, and level of the organization—and key external stakeholders—in analysis, planning, and implementation.
- changing the composition of groups brings fresh perspectives and ideas to the table.
- the sustainability “transition teams” develop new goals, strategies, and implementation plans.

Intervention 3: Change Goals by Crafting an Ideal Vision and Guiding Sustainability Principles



The third intervention is to alter the organization's goals. Change the goals, and different kinds of decisions and outcomes will result. Doing so requires a clear depiction of the new ends the organization seeks to achieve and guidelines for how decisions should be made to achieve them.

Intervention 4: Restructure the Rules of Engagement by Adopting New Strategies



The next intervention involves altering the rules that determine how work gets done by developing new strategies, tactics, and implementation plans. The organization should answer to questions like: How sustainable are we now? How sustainable do we want to be in the future? How do we get there? How do we measure progress?

Intervention 5: Shift Information Flows by Communicating the Need, Vision, and Strategies for Achieving Sustainability

Consistent exchange of clear information about the need for the sustainability initiative and its purpose, strategies, and benefits. Transparent communication opens the door to honest understanding and sharing.


Intervention 6: Correct Feedback Loops by Encouraging and Rewarding Learning and Innovation



To overcome the barriers to change, the organization must alter its feedback and learning mechanisms so that employees and stakeholders are continually expanding their skills, knowledge, and understanding.

Intervention 7: Adjust the Parameters by Aligning Systems and Structures with Sustainability

- because internal systems, structures, policies, and procedures should not be altered until the right kind of thinking and behaviors have been identified and implemented, changing these parameters is the last step in the change process.
- change toward sustainability is iterative. The “wheel of change” must continually roll forward.



**“Change is the law of life. And those who look only to the past or present are certain to miss the future.”
(John F. Kennedy)**

THANK YOU FOR YOUR ATTENTION

